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Factors affecting leadership effectiveness in public sectors organization

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Abstract

Leadership is perhaps one of the most important aspects of management. This is because leadership is a major factor which contributes immensely to the general wellbeing of organizations and nations. With this in mind, the main purpose of this study is to identify the factors that affect leadership effectiveness of public service organization of North shoa .For this purpose, 190 leaders in the sectors and 50 individuals from the community have been participated in the study and predetermined survey questionnaire with factors affecting leadership effectiveness likert scale questions were provided to respective parties to obtain information from them. To collect the data, the study have employed simple random sampling to identify respondents from selected woredas of the zone and then applied purposive selection to select respective parties to respond to survey questionnaires. The finding indicated that professional skill, motivation, understanding what is leadership, working experience, corruption are the leading factors that affects the effectiveness of leadership. Therefore, it is advisable the concerned body to consider those above listed variables to link with leadership in order to have effective leadership in the sectors.

Key words: leadership, leadership effectiveness, public sectors, factors of leadership effectiveness.

1. Introduction

Leadership is perhaps one of the most important aspects of management. This is because leadership is a major factor which contributes immensely to the general wellbeing of organizations and nations. (Weihrich, 2013).

There is something fundamentally important about the value of freedom, autonomy, dignity and respect for individuals, which connects with the ethical character of our actions. To achieve our full potential as human beings, we must have the freedom to dream, to strive, and to relate to one another in authentic ways. Ethical leadership helps to create an environment where this type of interaction is possible (Burrows, 2007).

The effectiveness of organizational performance of public sector, which can be highly affected by effective leadership, in Ethiopia, has been a major concern to the government to achieve the goal of growth and transformation in all aspects as lack of effectiveness in the areas of leadership is a common problem in most public service organizations' of Ethiopia (Getachew. H., 2014).

(Sogunro O. A., 2016), studied on leadership effectiveness in group situations, conclude that leadership effectiveness is affected by personality characteristics of members of the group being led. This was conducted with the variables of personality and training of the leader, the characteristics of the group being led, the situation in which the group operates, and the goals being sought.

The other gap we have identified during pilot study, there is a great deficiency of leadership effectiveness because of today's political unrest of the country which can cause public security. (From observation and interview) By referring these literatures our study were explore with the variables of professional skill, incentives, awareness, commitment, experience and corruption. In addition to this as the knowledge of the researchers we didn't find any study conducted with the above mentioned title and study area. The objective of this article is to investigate the factors that affect the effectiveness of the leaders in the Zone.

Research Design

The type of research that was used under this study was descriptive research. This study describes factors that affect the leadership effectiveness in public organization in North shoa zone.

Sources of Data

In order to address adequately research questions primary data were collected from sampled respondents of the study. In addition the secondary data were collected from Zonal administration office reports and published and unpublished books and focus group discussion.

Sample size Determination

According to the data obtained from North Shea zone Human Resource office the total population of leaders in selected woredas for the study area are 190. Therefore, the researchers decide to use census method and the distribution of the population details are presented on below in table1.

Since the number of population is small the researcher decided to use censes methods. Finally the sample size of the study is **190** key respondents.

Variable Definition and selection

Dependent

The dependent variable of the study is leadership effectiveness

Independent Variables

The independent variables of the study was professional skill, motivation, awareness, commitment, experience and corruption

Method of Data Collection

Questionnaire and focus group discussion was the tools through which the data was collected from participants. Questionnaires were used mostly with close-ended and open-ended as the main instruments in assessing constraining factors. The questionnaire was distributed to the sampled respondents of the sectors.

In order to make the data collection more effectively and relevant to the objective of the study focus group discussion was conducted with the community leaders which can incorporates Religious leaders, community leaders, youths, females, disabled individuals and influential communities from each study area.

Method of Data Analysis

Data analysis will begin with the editing to ensure the completeness, consistency, and reliability of the data and coding of the survey data.

Analysis is further transformation of the processed data to look for patterns and relationship between and/or among data groups by using descriptive and inferential statistical analysis. The Statistical Package for Social Science (SPSS) version 20.0 will be used to analyze the data obtained from primary sources. Specifically, descriptive statistics (using tables, graphs, and different types of charts.) and inferential statistics (correlation and regression) will be used for this study. The result of (FGD) focus group discussion will be analyzed qualitatively.

Regression Analysis

The equation of regressions on this study is generally built around two sets of variables, namely dependent variable (leadership effectiveness) and independent variables(factors affecting effectiveness of leadership). The basic objective of using regression equation on this study is to make the study more effective at describing, understanding and predicting the stated variables.

$$Yi = b0 + b1X1 + b2X2 + b3X3 + b4X4 + b5X5 + b6X6 + e$$

Where:

Y is the dependent variable- leadership effectiveness

X1, X2, X3, X4 X5 and X6–Xn are representing the explanatory variables.

B0 is the intercept term- constant which would be equal to the mean if all slope coefficients are 0.

b1, b2, b3, b4 b5 and b6 are the coefficients associated with each independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

 e = error term

Data Analysis and discussion

Table 4.3 Correlations

		leadership effectiveness	Professional skills	Motivation	Commitment	Awareness	Experience	Corruption
leadership effectiveness	P/Correlation	1						
	Sig. (2-tailed)							
	N	190						
Professional skills	P/Correlation	-.077	1					
	Sig. (2-tailed)	.294						
	N	190	190					
Motivations	P/Correlation	.082	.006	1				
	Sig. (2-tailed)	.258	.935					
	N	190	190	190				
Commitment	P/Correlation	-.093	-.004	.055	1			
	Sig. (2-tailed)	.201	.962	.447				
	N	190	190	190	190			
Awareness	P/Correlation	.359**	.041	.099	.094	1		
	Sig. (2-tailed)	.000	.570	.176	.195			
	N	190	190	190	190	190		
Experience	P/Correlation	.344**	.078	-.006	.166*	.145*	1	
	Sig. (2-tailed)	.000	.286	.932	.022	.045		
	N	190	190	190	190	190	190	
Corruptions	P/Correlation	.400**	-.056	.117	.130	.114	.114	1
	Sig. (2-tailed)	.000	.440	.109	.073	.119	.116	
	N	190	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.4**: Effect size determination score for correlation results**

when r is	r^2	The relationship
Between 0-.19	0-4%	Very weak
Between .20-.39	4-16%	Weak
Between .40-.59	16-36%	Moderate
Between .60-.79	36-64%	Strong
Between .80-1.0.	64-100%	Very strong

Source: (J.D, 1996)

The above table 4.3 deals with test of correlation depict that, the output of correlation matrix for independent variables (Professional skill, Motivation, Commitment, Experience, Awareness, Corruption and Dependent variable Factors of Leadership effectiveness. Basically average of the independent variables show very weak correlations (r) ranging from -0.77 to 0.93. The remaining average variables have weak and moderate correlation (r=0.359 to 0.400) was found between factors affecting leadership effectiveness and awareness experience and corruption. Thus, leadership effectiveness, corruption experience and awareness have moderate positive correlation with one another.

However, a weak correlation is found among the variables professional skill, motivation, commitment. These include (r=-0.077), (r=0.082), (r=-0.093) respectively. All in all, the most of variables show positive correlation. There is also positive relationship among the independent variables. This shows that average of the independent variables have a positive relationship with the dependent variable.
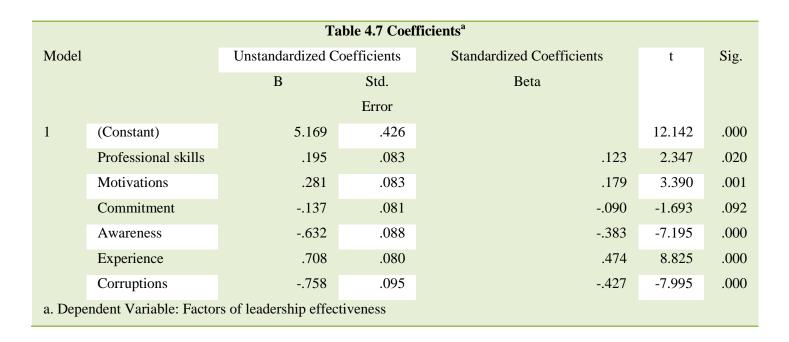
Table 4.5 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710[a]	.504	.487	1.172

a. Predictors: (Constant), Corruptions, Professional skills, Motivations, Commitment, Awareness, Experience

b. Dependent Variable: Factors of leadership effectiveness

The findings presented in Table 4.5 show that the R Square (r^2) for the regression model is 0.504. It means that 50.4% of the variation in dependent variable (Factors affecting Leadership Effectiveness) is explained by variation in all the six independent variables: Professional skill, Motivation, Commitment, Awareness, Experience and corruption. The high percentage signifies that the model is relatively well in predicting the dependent variable.

Table 4.6 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	255.117	6	42.519	30.939	.000^b
	Residual	251.494	183	1.374		
	Total	506.611	189			

a. Dependent Variable: Factors of leadership effectiveness

b. Predictors: (Constant), Corruptions, Professional skills, Motivations, Commitment, Awareness, Experience

With reference to Table 4.6 above, F-test was conducted to test the overall significance of the model constructed in this study. The p-value of 0.000 is less than level of significance α =0.05, we can concluded that at least one proposed independent variable has relationship with the factors affecting leadership effectiveness.

Table 4.7 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.169	.426		12.142	.000
	Professional skills	.195	.083	.123	2.347	.020
	Motivations	.281	.083	.179	3.390	.001
	Commitment	-.137	.081	-.090	-1.693	.092
	Awareness	-.632	.088	-.383	-7.195	.000
	Experience	.708	.080	.474	8.825	.000
	Corruptions	-.758	.095	-.427	-7.995	.000
a. Dependent Variable: Factors of leadership effectiveness						

The above table 4.7 reveals that professional skill with the regression coefficient of 0.195, t-statistics of 2.347 and P-value of 0.020 the regression results of the study show that there is a statistically significant positive relationship between professional skill and leadership effectiveness.

P-value of Motivation of respondents is (P-001), P-value of Awareness of the respondents (P=0.000), p- value of Experience of the study area is (P-0.000) P-value of Corruption (P-0.000 are less than level of significance, α=0.05. The results signify that there is significant evidence that relationship exists between leadership effectiveness and average of the independent variables.

Based on the above table 4.6, Experience of respondents is the strongest predictor of leadership effectiveness (β=0.708), this followed by the motivation (β=0.281) and professional skill (β=0.195). Taking all betaβ) (into consideration, an equation could be formed to outline the relationship between independent variables and leadership effectiveness.

The equation is as below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

FoLE = 5.169 + 0.195PS+ 0.281Mot - 0.137Com - 0.632Aw + 0.708Exp - 0.758Cor

Where:

FoLE = Factors Affecting Leadership Effectiveness

PS= Professional Skill

Mot = Motivation

Com = Commitment

Aw = Awareness

Exp = Experience

Cor = Corruption

e=   error term

Discussion of focus group discussions

1. How do you rate the effectiveness of leadership with your woreda?

As of the discussion held with the community representatives and some group, the level of leadership effectiveness of the overall study area is average which needs improvement. In addition to this, the focus group discussion members articulates that the way of treating customers of their respective office is not advanced with the time or it is not situational. Therefore, we can conclude here the status of leadership effectiveness is still it needs modification.

2. What are potential factors that affect leadership effectiveness in your woreda?

Before evaluating the factors of effectiveness it is better to evaluate the service delivery of the offices. So when we see the service delivery of the offices they (leaders and their members) understand that giving or refusing to serve is their right but the reverse is true. In other hand even though the customer knows the issue they count that the customer is layman. This implies that they lack skills and experience to serve the customers based on the requirements of service delivery. Beside this there is a nepotism way of corruption for instance if there is a vacancy for some job opportunities before the vacant is post the candidates will be determined by the officials. That means the other candidates will be registered for the purpose of we post vacancy. Therefore, the leading factors that affects leadership effectiveness in public sectors organizations according to the discussion, lack of understanding for whom I am working, lack of knowing that the customers may or may not know beyond me, lack of understanding that everything is on the hands of the community and the like.

5.3 Conclusion

Organizational leadership effectiveness needs every body's effort that should be exerted for the successfulness of organization's strategy. In the face accelerating turbulence and changes, business leaders and policy makers need new ways thinking to sustain performance and growth of their company. (Jerry Porras, 2006). The leader's most powerful tool in the motivation process   is communication. Communication drives the action forward, keeping leader and follower and leader and organization aligned and focused on joint goals that are meaningful and worth

achieving. Communication, by nature, is a two-way process; it ensures that leader and follower understand each other, and understanding is essential to building trust (BALDONI, 2005) therefore leadership is the way to empower the followers rather than having every things by one hands. Having saying this, the study employee descriptive statistics and regression analysis were performed to describe the factors affecting leadership effectiveness of the woreda. The following sections discussed about the final conclusion remarks of the study and applicable recommendations.

- ❖ The overall status of the leadership effectiveness is averagely good.
- ❖ The coefficient of corruption, experience and awareness is statistically highly significant predictor of the dependent variable factors affecting leadership effectiveness. It tells us as there is a great relationship in increasing effectiveness of leadership and controlling the activities corruption, increasing the awareness of the leaders as they are in their office to serve the community and the customer coming o the office and as our experience in leadership increase we can accommodate customer's and community's interest.

Recommendations

Based on the analysis of factors affecting leadership effectiveness of selected woreda of North Shoa zone, Oromia Regional state, Ethiopia, the overall analysis shows that still there is additional efforts to fulfill the individuals, leaders, government and community for sustainable development of leadership effectiveness. Based on this the researcher has mentioned the below recommendations to be applicable by concerned body.

Overall these empirical results provide evidence that leadership effectiveness can be addressed when the concerned body does in improving the leadership phenomena. Because the whole independents does affect the dependent variable. Therefore, the variables like corruption, experiences, awareness and motivation and professional skill needs concerned body concentration. The concentration can be motivating or empowering leaders by both intrinsic and extrinsic motivation and inspirations. The other is that about profession the

discussion part gives the result of positively significant to the dependent variable that means when the professional background is with leadership or having a lot of training with respect of leadership can increase the effectiveness, but 21.5% of the respondent's background is agriculture which may impose effects on leadership effectiveness.

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